



North Lakes Academy Charter School

ISD# 4053-07

School Year 2015-16

World's Best Workforce (WBWF) & Annual Report

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School Information

Upper School and Central Offices

North Lakes Academy Charter School
308 15th Street Southwest
Forest Lake, MN 55025
651-982-2688

Middle School

North Lakes Academy Charter School
255B NW 7th Avenue
Forest Lake, MN 55025
651-982-2773

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Brief Overview of the School and its History

North Lakes Academy (NLA) is a charter school located in Forest Lake, Minnesota, a community north of Saint Paul, Minnesota. The school was organized by a group of Forest Lake area parents and teachers seeking an alternative to the large junior high schools available to the children in the community. NLA was chartered in the spring of 1999 and opened for operation in the fall of 1999.

The school has served students in grades six through nine since its inception. Spring of 2008 the charter was renewed by MDE for SY 2008-09 through SY 2010-11. During the 2007-2008 school year the NLA Board authorized the additions of grades 5 and 10 for SY 2008-09, grade 11 for SY 2009-10 and grade 12 for SY 2010-11. The expansion proposal was approved by MDE on 4/18/08. SY 2008-09 saw the addition of two Grade 5 sections and the equivalent of two Grade 10 sections. Grades 5 and 6 were housed on a temporary site leased from Faith Lutheran Church.

In SY 2009-2010 NLA added grade 11. The school was again housed on two sites, this time with grades 5-8 in the original Forest Lake site and grades 9-11 in a remodeled office space located south of the main campus.

During SY 2010-11 NLA continued to operate middle and upper schools at the different sites and added grade 12. In June of 2011, eighteen (18) students graduated in a ceremony held at Crossroads Church in Forest Lake.

In addition to math, science, language arts and social studies, the disciplines of modern language, visual arts, musical arts, physical education and technology are considered core academic areas at North Lakes.

Mission and Vision

Vision: North Lakes Academy will provide an environment in which middle and high school students will learn eagerly, extensively and deeply in order that they will be able to assume productive and satisfying roles in a global society.

Mission: North Lakes Academy will provide a rigorous, liberal arts curriculum in a small, personalized, developmentally appropriate environment to students and families who value education. NLA will graduate students who are confident, skilled scholars and citizens.

Values: NLA values academic accomplishment, a sense of community, personal and group accountability, and growth toward independence.

Core beliefs

- Higher education leads to improved quality of life.
- All academic options for all students must be rigorous and will lead to higher education.
- All students with academic aspirations deserve the opportunity and support necessary to succeed in higher education.

Expectations: NLA expects excellence in core academic and artistic disciplines, development of a sense of purpose and path, appreciation of a united community built through appreciation of diversity.

Philosophy: North Lakes Academy is a public charter school that values the dignity and worth of all persons and does not discriminate on the basis of race, religion, national and ethnic origin, sex, physical handicap, or learning styles/abilities.

Authorizer Information

North Lakes Academy has had a working relationship with Audubon Center of the North Woods officially since June of 2011 when they became the official school authorizer. In early 2010, NLA began looking for an authorizer after new regulations from MDE related to charter school authorization were announced. NLA had working relationships with Steve Dess, then ACNW Charter Director, prior to this point and at his invitation NLA applied for authorization with ACNW. The current contract of authorization extends to June of 2020.

The authorizing mission of the Audubon Center of the North Woods (ACNW) Charter School Division is to provide superior oversight, evaluation, feedback and strategic support to its authorized schools resulting in the increased academic, financial, operational and environmental education performance of each school.

The authorizing vision of ACNW is to authorize a portfolio of high performing charter schools that instill a connection and commitment to the environment in their school communities, while working towards a healthy planet where all people live in balance with the Earth.

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Implementation of Primary and Additional Statutory Purposes

The primary purpose of North Lakes Academy is to improve all pupil learning and all student achievement. North Lakes Academy will report on the primary purpose of improving all pupil learning and all student achievement through the annual report - submitted each fall for review by both Audubon and Minnesota Department of Education. Additionally, North Lakes Academy will use data accrued through student, staff and parent surveys to adapt, increase or decrease in any areas that contribute to the primary purpose of learning and achievement. North Lakes Academy continually assesses staff performance, curriculum and programming, and other programs associated with student learning and achievement throughout the school year by means of staff meetings, cabinet-level administrative meetings as well as parent meetings.

In SY 2015-16, North Lakes Academy worked to improve all pupil learning and all student achievement in establishing separate courses for special education students at the upper school to better meet their service needs, to continue to revamp and reframe staff evaluation and observation models, and by beginning the development of a board-led strategic plan.

The special education courses are in the areas of math and reading - and noticeable gains were measured and evaluated through IEP goals and other observable evidence. By grouping the students this way, it allowed staff more time to prepare and individualize other IEP goals as needed.

The staff evaluation model was tweaked to allow staff to observe their peers as a facet of the process. The staff response to this change was an increase in collaborative efforts, an increase in establishing a culture of safety in risk-taking, and an increase in the ability to critique and coach.

The board-led strategic plan was prompted by NLA administration to purposely invest in prioritizing the next five years of NLA goals and outcomes. Planning has included feedback and investment from the board, staff, parents and community members throughout the process and a finalized plan is due during the October 2017 annual meeting.

The additional purpose of North Lakes Academy is to increase learning opportunities for all pupils. The school will report on its implementation of this additional purpose through the annual report. North Lakes Academy will implement scheduling options allowing for consistent experiences with the arts (middle school), by enhancing emotional intelligence competency courses and curriculum (upper and middle), and by continually looking to add dual-credit course options as a part of staffing design (upper).

North Lakes Academy continued its efforts in increasing learning opportunities for all pupils by providing scheduling structures that ensure students will have the opportunity to enroll in liberal arts credits that are rigorous and culturally appropriate for the mission of NLA. Academic departments have clarified a 3-4 year cycle of programming that is laid out for students and families clearer than ever before.

Student Enrollment and Demographics

North Lakes Academy has seen growth in its student population each year since the school opened. When the school board authorized the additional grades to serve students in grades 5-12 in SY 2007-2008, there was an understanding that growth would occur. There has been a recent plateau in enrollment that can be attributed to a couple of factors including an opening of grades 9-12 at another charter school close by, the grouping of students currently that does not typically attract a lot of students (grades 11-12) and a smaller than normal 7th grade class.

Number of Students Enrolled

	2013-14	2014-2015	2015-16	2016-17
Kindergarten	NA	NA	NA	NA
1st Grade	NA	NA	NA	NA
2nd Grade	NA	NA	NA	NA
3rd Grade	NA	NA	NA	NA
4th Grade	NA	NA	NA	NA
5th Grade	38	19	38	37
6th Grade	48	45	33	41
7th Grade	55	67	53	47
8th Grade	54	62	65	56
9th Grade	50	52	65	68
10th Grade	45	57	61	58
11th Grade	55	44	52	50
12th Grade	31	56	38	44
Total	376	400	404	401
Total ADM (Average Daily Membership) for year	376	400	404	394

Key Demographic Trends

	2013-2014	2014-2015	2015-2016	2016-17
Total Enrollment	376	400	404	401
Male	175	182	187	181
Female	201	218	217	220
Special Education	69	69	56	69
LEP	1	1	1	3
African American	5	5	11	17
Latino	10	12	10	11
Asian/PI	7	3	7	8
American Indian	4	6	6	6
White	349	352	338	357

Student Attendance, Attrition & Mobility

Student Attendance

	2012-13	2013-14	2014-15	2015-16
Overall Attendance Rate	96.31%	95.4%	94.9%	84.9%

Overall attendance rate has been consistently solid for North lakes Academy. Many of the students who chose North lakes Academy do so to meet a need that has not been met in previous schools. Overall, retention and attendance data would indicate that that the majority of students are satisfied with their education at NLA. The decrease in this past year was affected greatly by mental health concerns of a number of students that accrued high absenteeism. Another factor included a high rate of severe sickness in the early winter months that took quite a while to finally shake out of the school.

Student Attrition

Percentage of students* who are continuously enrolled between October 1 of 2014-15 school year and October 1 of 2015-16 school year.	83%
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*Do not include graduating students or those who have completed your school program, i.e. if your school is K-6, do not include students who have completed 6th grade.

Percentage of students* who continue enrollment in the school from Spring 2015 to October 1, 2015.	84%
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*Do not include graduating students or those who have completed your school program, i.e. if your school is K-6, do not include students who have completed 6th grade.

Student Mobility

	Summer Transfers In	Number of students on Oct. 1	Mid-year Transfers In	Mid-year Transfers Out	Total Mid-year Transfers	Mobility Index* (as a percent)
2009-10	75	287	48	40	88	30.66
2010-11	79	314	32	32	64	20.85
2011-12	67	329	39	32	71	21.58
2012-13	73	342	58	34	92	26.90
2013-14	96	370	50	43	93	25.10
2014-15	97	403	23	26	49	8.22

* Total mid-year transfers divided by Number of students on Oct. 1.

Educational Approach and Curriculum

NLA offers a rigorous liberal arts curriculum to students in grades 5-12. This curriculum is a liberal arts curriculum that is designed to produce well rounded, college bound students and lifelong learners. Each student takes courses in language arts, social studies, science, math, physical education and music or visual arts. Students must earn 28.5 upper school credits to graduate. Credit is only awarded when a grade of C- or better is achieved in a class. Class size average is 22 students. The regular school day begins at 7:50 and runs until 2:10, with a calendar year beginning the first Tuesday after Labor Day and ending in early June.

NLA provides experiential courses based on a balance of skills, content, and character development. In keeping with the school’s mission, the concept of “learning community” is key to the North Lakes Academy educational experience. NLA benefits from maintaining a small, personalized environment that encourages high levels of parent involvement, local community interaction, teacher autonomy, and student responsibility. NLA employs a shared decision-making model, which ensures accountability for all stakeholders. North Lakes Academy places the learner firmly at the heart of the learning process. Students and parents are active, motivated partners in education.

NLA has been growing a sustained dual-credit program with courses offered in AP, CIS and/or designed for CLEP testing. In total, NLA offers 8 courses in 4 disciplines.

Both of the buildings have a strong special education program serving approximately 21% of the student population operating under the guidance of the special education staff.

NLA has built an English Learner program that currently serves 3 students. This has been a challenge that has been taken on with tireless efforts from licensed staff and administration. As a new program, NLA is consistently reflecting and adapting as needed to meet the needs of learners.

In addition to state mandated tests, North Lakes Academy administers the Northwest Evaluation Association Measures of Academic Progress (NWEA MAP) tests twice yearly at the upper school and three times yearly at the middle school.

NLA had 172 student contact days for the 2014-15 SY. NLA Middle School operates on an A/B day schedule - each containing 7 periods of 43-45 minutes in length from 7:50am-2:10pm. NLA Upper School operates on an A/B day schedule - each containing 4 periods of 80 minutes in length from 7:50am-2:10pm.

Innovative Practices and Implementation

North Lakes Academy has begun broadcasting its innovative Becoming... curriculum through several mediums. A presentation was given at the ACNW Leader's Retreat last November, a Top 20 Training session was held in March that garnered attendance from 4 other charter and public schools, and recently NLA applied for the Innovation Award offered through Minnesota Association of Charter Schools and is awaiting results.

NLA also began an Awards Night to recognize all the senior accomplishments, as well as a Talent Show that students thrived in all grades.

May Term continues to be a highlight for programming and innovation. Students have taken service learning trips to the Ronald McDonald house, area hospitals, adopt-a-highway, and a host of other activities. Creative May Term courses littered the schedule for students to enjoy and end the year on such a positive note.

North Lakes continued to explore innovative methods of authentic student assessment. The Upper School adopted a model which ties course grades directly to mastery of standards and de-emphasizes homework as a part of the grade. By mid-year, the majority of students and families had reached and accepted the understanding that homework is a tool used to master certain outcomes, not an outcome in and of itself.

NLA initiated a program of dual credit opportunities in SY 2012-13. Through CIS and AP, students were offered the opportunity to earn college credit in physics, psychology, world history, music theory, calculus, writing (2 courses) and a computer science program.

NLA has also worked to develop a comprehensive strategic plan through the Board of Directors that will be finalized during the October 2016 board meeting. The plan is included as an appendix, but focuses on values and growth in areas that NLA holds most valued.

Academic Performance

World's Best Workforce (WBWF) Goal Areas:

- **Ready for Kindergarten (R4K):** NLA does not serve Kindergarten students
- **Reading Well by 3rd Grade (RG3):** NLA does not serve 3rd grade students
- **Achievement Gap Closure (AGC):** NLA implemented math and language “plus” classes at the middle school level to reach at-risk students. Data shows that these students scored on average a higher growth gain when compared to the rest of the student population.
- **Career and College Ready (CCR):** NLA had 95.8% of students earn course credit in the Becoming... curriculum (which is focused on becoming college and career ready). ACT scores and participation have risen each of the last three years as well.
- **Graduate from High School (GRAD):** NLA graduated 94% of its eligible seniors, with one only needing a summer course for completion. This is the highest graduation rate in the last five years.

Indicator 1: Mission Related - *Over the period of the contract, students at North Lakes Academy (NLA) will demonstrate increased emotional intelligence based on successful completion of the Becoming Curriculum.*

Key Measures & Results for this Goal:

Becoming Curriculum Passing Percentage Data 2014-15			
Course	# Students Passed	# Students Enrolled	Percentage
TLC (9th Grade)	53	54	98.1%
Possibilities (10th Grade)	42	42	100.0%
Post-Secondary Prep (11th Grade)	38	38	100.0%
Service Learning (12th Grade)	38	52	73.1%
		Total Percentage	92.0%

Becoming Curriculum Passing Percentage Data 2015-16			
Course	# Students Passed	# Students Enrolled	Percentage
TLC (9th Grade)	78	81	96.3%
Possibilities (10th Grade)	48	48	100.0%
Post-Secondary Prep (11th Grade)	31	32	96.8%
Service Learning (12th Grade)	28	32	87.5%
		Total Percentage	95.8%

The Becoming... curriculum for NLA has been a valuable resource for connecting students and families to the emotional intelligence quotient that is valued in a life-long learner. Though these courses do not share the same type of rigor as a science or math course, the overall vocabulary, consistent messaging, and real-world applications have made for a student body of leaders.

Indicator 2: English Language Learners - NLA has no contractual goal in this area.

Indicator 3: Reading Growth Goal - *Over the period of the contract, students at NLA will demonstrate growth in reading as measured by state accountability tests and nationally normed assessments.*

Key Measures & Results for this Goal:

NLA Aggregate Z-Scores 2014-15			
Reading	Middle	167 Students	-0.015534
	Upper	41 Students	0.072517
	District	208 Students	-0.012123

NLA Aggregate Z-Scores 2015-16			
Reading	Middle	162 Students	0.1807
	Upper	40 Students	-0.1598
	District	202 Students	0.1132

The aggregate z-scores suggest that NLA had a sizable shift in performance of middle school students in the last year, while upper school had a dip in performance, though overall remains consistent. One factor that may play a role is the timing of the MCA testing season. NLA initiated a practice ACT day for all 10th grade students that was emphasized heavily, then took the MCA test the following week.

Indicator 5: Reading Proficiency Goal - *Over the period of the contract, students at NLA will demonstrate proficiency in reading as measured by state accountability tests and nationally normed assessments.*

Key Measures & Results for this Goal:

NLA Aggregate Proficiency - Reading 2014-15									
Grade	NLA	FRP	SpEd	State	FRP	SpEd	ISD 831	FRP	SpEd
All	61.9%	52.5%	34.9%	59.5%	39.8%	30.0%	64.4%	42.8%	35.1%
5	63.6%	NA	NA	66.7%	48.7%	NA	65.2%	42.0%	38.2%
6	63.6%	41.7%	NA	63.9%	44.7%	32.1%	64.1%	41.8%	40.5%

7	57.8%	68.8%	53.3%	55.7%	35.6%	24.2%	57.4%	42.9%	28.6%
8	64.6%	41.7%	NA	56.2%	37.2%	24.0%	54.4%	39.3%	34.6%
10	61.4%	53.8%	20.0%	57.2%	36.6%	23.8%	65.1%	41.8%	25.6%

NLA Aggregate Proficiency - Reading 2015-16 (%)									
Grade	NLA	FRP	SpEd	State	FRP	SpEd	ISD 831	FRP	SpEd
All	64.7	54.0	28.9	59.9	40.9	30.4	60.5	45.8	32.1
5	63.2	NA	NA	67.7	49.1	37.2	67.3	50.0	36.8
6	61.1	43.7	NA	62.3	43.6	29.4	63.7	47.4	33.3
7	71.4	NA	NA	56.7	37.4	25.6	56.5	41.4	21.9
8	68.8	69.2	46.7	57.3	38.5	26.2	58.7	50.9	29.7
10	56.3	42.9	9.1	59.1	39.3	26.2	68.5	45.7	29.6

Reading proficiency performance as a whole increased 3% for NLA while seeing consistent proficiency scores for the state and a dip from ISD 831. One difficulty NLA has had comes from students all being new to the school in 5th grade. NLA often finds a wide range of academic progress and needs time to respond accordingly with curriculum and instructional methods. Big gains in 7th grade would suggest that response is happening.

Indicator 4: Math Growth Goal - *Over the period of the contract, students at NLA will demonstrate growth in math as measured by state accountability tests and nationally normed assessments.*

Key Measures & Results for this Goal:

NLA Aggregate Z-Scores 2014-15

Math	Middle	168 Students	-0.161868
	Upper	31 Students	-0.565135
	District	199 Students	-0.224688

NLA Aggregate Z-Scores 2015-16

Math	Middle	162 Students	-0.1636
	Upper	33 Students	-0.2578
	District	195 Students	-0.1795

Though the aggregate Z-scores are still negative, it is nice to see a positive trend overall and in the high school setting. Math continues to be the major focus for administration and curriculum

planning. Upper school math courses have been adjusted and modified to better meet students where the testing says they are - a high level of engagement is very hard to come by as MCA testing comes directly after the ACT testing for 11th graders. They struggle to see the purpose of the MCA as a viable snapshot of their progress. It should be noted that ACT data suggests improved math scores each of the last five years.

Indicator 6: Math Proficiency Goal - *Over the period of the contract, students at NLA will demonstrate proficiency in math as measured by state accountability tests and nationally normed assessments.*

Key Measures & Results for this Goal:

NLA Aggregate Proficiency - Math 2014-15									
Grade	NLA	FRP	SpEd	State	FRP	SpEd	ISD 831	FRP	SpEd
All	49.8%	37.9%	38.5%	60.2%	40.8%	30.9%	64.3%	45.4%	37.0%
5	34.8%	NA	NA	59.7%	40.4%	31.6%	62.0%	40.1%	43.9%
6	68.2%	50.0%	NA	57.9%	36.6%	28.9%	58.2%	36.7%	38.2%
7	50.0%	37.5%	53.3%	55.0%	33.2%	21.6%	66.5%	47.5%	26.1%
8	52.3%	41.7%	NA	58.0%	37.5%	23.2%	66.7%	52.4%	35.4%
11	32.4%	NA	NA	48.7%	27.7%	15.6%	54.2%	35.0%	8.6%

NLA Aggregate Proficiency - Math 2015-16 (%)									
Grade	NLA	FRP	SpEd	State	FRP	SpEd	ISD 831	FRP	SpEd
All	46.6	37.8	29.7	59.5	39.7	30.4	65.6	49.2	35.6
5	36.8	NA	NA	58.8	38.6	30.7	63.8	45.8	41.3
6	51.4	NA	NA	56.1	34.4	26.2	60.9	42.5	26.6
7	69.4	NA	NA	56.2	34.3	23.0	66.7	46.5	30.8
8	45.3	46.2	26.7	58.2	36.9	23.8	68.7	56.8	16.3
11	22.9	20.0	NA	47.2	25.8	15.8	60.7	41.0	35.6

As described above with the previous goal, NLA has had difficulty in making the MCA test relevant to 11th grade students as there is no graduation leverage associated with the exam.

NLA has put a more concerted focus on the ACT test and those results have increased the last five years.

Indicator 7: Science Proficiency - *Over the period of the contract, students at NLA will demonstrate proficiency in science as measured by state accountability tests and nationally normed assessments.*

Key Measures & Results for this Goal:

NLA Aggregate Proficiency - Science									
Grade	NLA	FRP	SpEd	State	FRP	SpEd	ISD 831	FRP	SpEd
All	53.5%	45.5%	15.0%	53.4%	52.9%	28.4%	60.6%	42.2%	38.5%
5	65.0%	NA	NA	59.3%	38.7%	35.4%	61.7%	40.8%	40.3%
8	55.4%	33.3%	NA	45.9%	25.3%	22.3%	54.8%	35.8%	42.0%
HS	45.5%	42.9%	8.3%	54.9%	34.4%	26.5%	66.8%	54.2%	29.0%

NLA Aggregate Proficiency - Science (%)									
Grade	NLA	FRP	SpEd	State	FRP	SpEd	ISD 831	FRP	SpEd
All	57.1	47.1	29.0	55.0	34.7	30.2	65.8	49.5	33.5
5	47.4	NA	NA	61.6	40.8	37.9	67.8	51.5	36.8
8	62.9	63.7	35.7	47.5	27.4	24.7	52.0	41.1	28.6
HS	57.4	40.0	18.2	55.8	35.3	26.4	78.4	58.7	36.0

NLA was able to show a sizable gain in the HS science proficiency - up 12% from the previous year. Though NLA has been consistently near the statewide data, there is still considerable lag behind ISD 831 in this area.

Indicator 9: Post-Secondary Readiness - *Over the period of the contract, students at NLA will demonstrate readiness for post-secondary success.*

Key Measures & Results for this Goal:

NLA has goals in this areas based on graduation rates, dual-credit courses, and post-secondary acceptances.

Graduation Rates:

4-year Graduation Trends

School Year	Statewide Average	Forest Lake #831	North Lakes Academy
2011	77%	87%	82%
2012	77%	85%	75%
2013	79%	81%	85%
2014	81%	82%	77%
2015	81.9%	83.3%	77.4%

5-year Graduation Trends

School Year	Statewide Average	Forest Lake #831	North Lakes Academy
2012	80%	81%	86%
2013	81%	89%	90%
2014	83%	85%	88%
2015	84.3%	86.7%	80.0%

NLA has fared consistent in graduation rates the past few years - a large cause to the percentage is the number of transfers that enter in their 10/11th grade year that end up not graduating on time. The vast majority of 9-12 NLA students graduate in 4 years. The hope is a consistent enrollment from the middle school will allow NLA to continue to see graduation rates rise.

Dual-Credit Courses (AP/CIS/PSEO)

School Year	Graduating Students	% attained College Credit
2013	24	65%
2014	27	72%
2015	50	75%
2016	46	78%

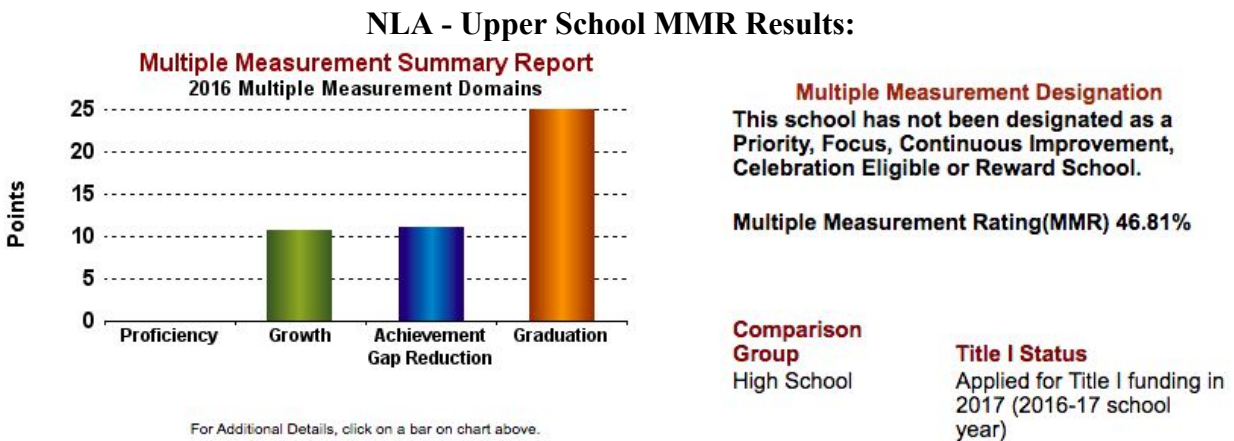
Dual-Credit courses have been trending positively for NLA. The school has been working to establish more on-campus offerings, as well as exploring courses that speak directly to CLEP options. The Higher Learning Commission proposals and rule-changes have made it difficult to commit time and energy into expanding our CIS offerings, but is the preferred route.

Post-Secondary Acceptances

NLA has been working with Audubon to establish appropriate guidelines for reporting on this goal.

Indicator 10: Federal and State Accountability - *NLA does not have a contractual goal in this area. ACNW will evaluate the school’s performance through MMR provided by the state.*

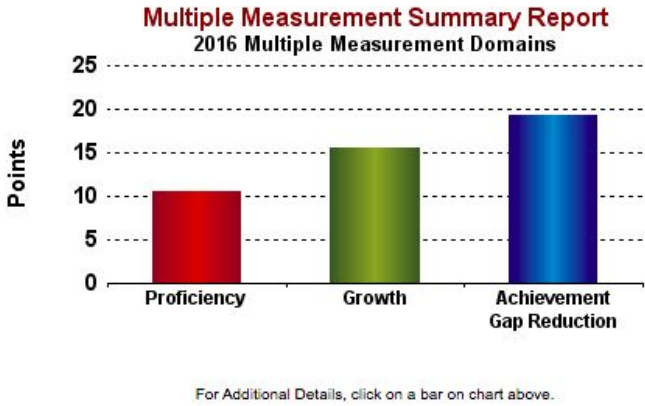
Key Measures & Results for this Goal:



Domains	Year	Number of Students	Measurement	Score	Points
Proficiency	2016	45	Weighted Percent of Cells Reaching Target	0.0%	0.00
Growth	2016	73	Average Growth Z Score	-0.2041	10.78
Achievement Gap Reduction	2016	29	Achievement Gap Score	0.2761	11.03
Graduation	2016	53	Weighted Percent of Cells Reaching Target	100.0%	25.00

2016 MMR: 46.81 total points out of 100 possible points = 46.81%

NLA - Middle School MMR Results



Multiple Measurement Designation
This school has not been designated as a Priority, Focus, Continuous Improvement, Celebration Eligible or Reward School.

Multiple Measurement Rating(MMR) 60.31%

Comparison Group
Middle School

Title I Status
Did not apply for Title I funding in 2017 (2016-17 school year)

Domains	Year	Number of Students	Measurement	Score	Points
Proficiency	2016	180	Weighted Percent of Cells Reaching Target	42.0%	10.49
Growth	2016	163	Average Growth Z Score	0.0085	15.47
Achievement Gap Reduction	2016	67	Achievement Gap Score	-0.0524	19.27

2016 MMR: 45.23 total points out of 75 possible points = 60.31%

The MMR results indicate that NLA has growth areas needed in Proficiency and Achievement Gap Reduction at the Upper School. Graduation rates have a perfect score.

NLA Middle School shows that growth is needed in both Growth and Achievement Gap Reduction. A challenge with the Achievement Gap is to properly focus on the students being counted towards this area in a more meaningful way.

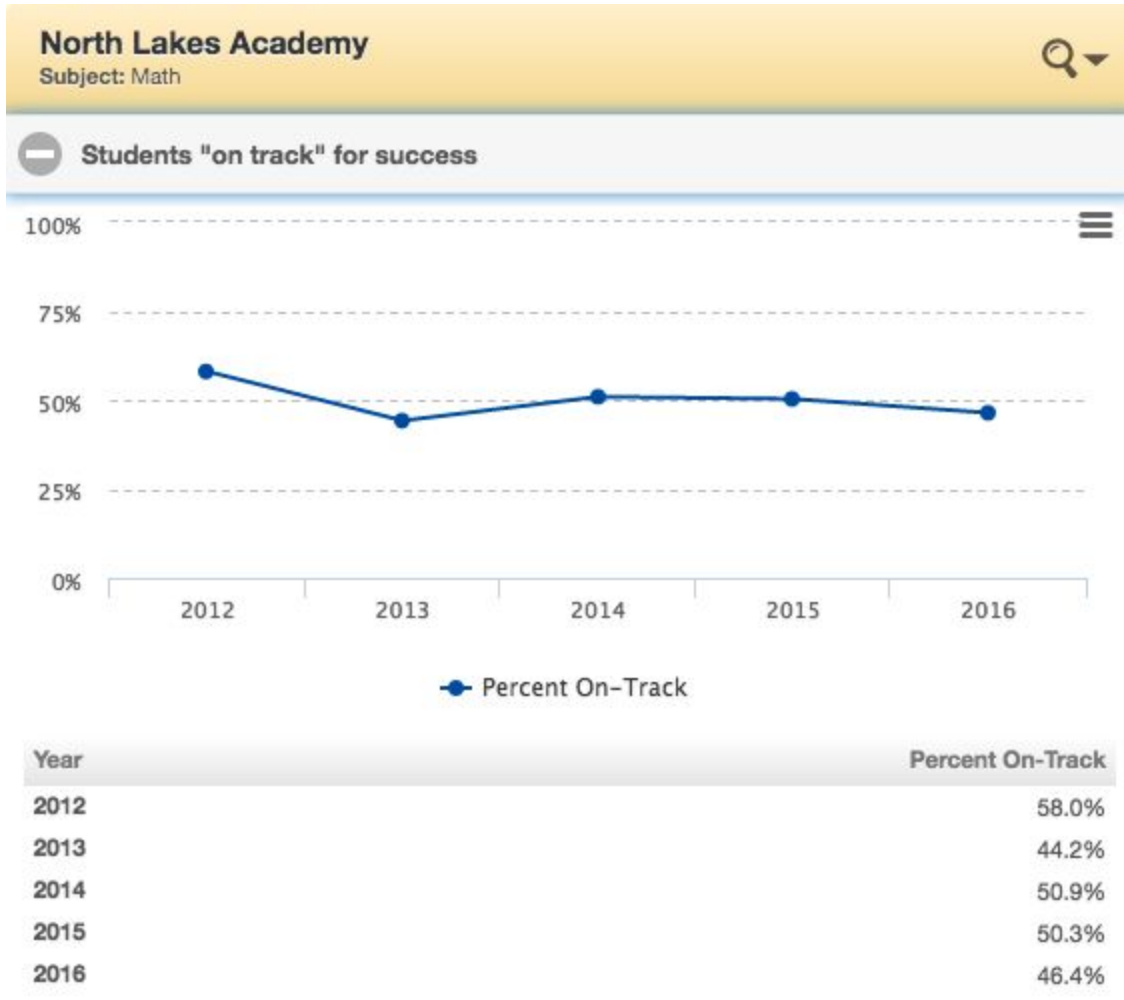
Indicator 11: Attendance - *Over the period of the contract, NLA students will attend school at high rates.*

Key Measures & Results for this Goal:

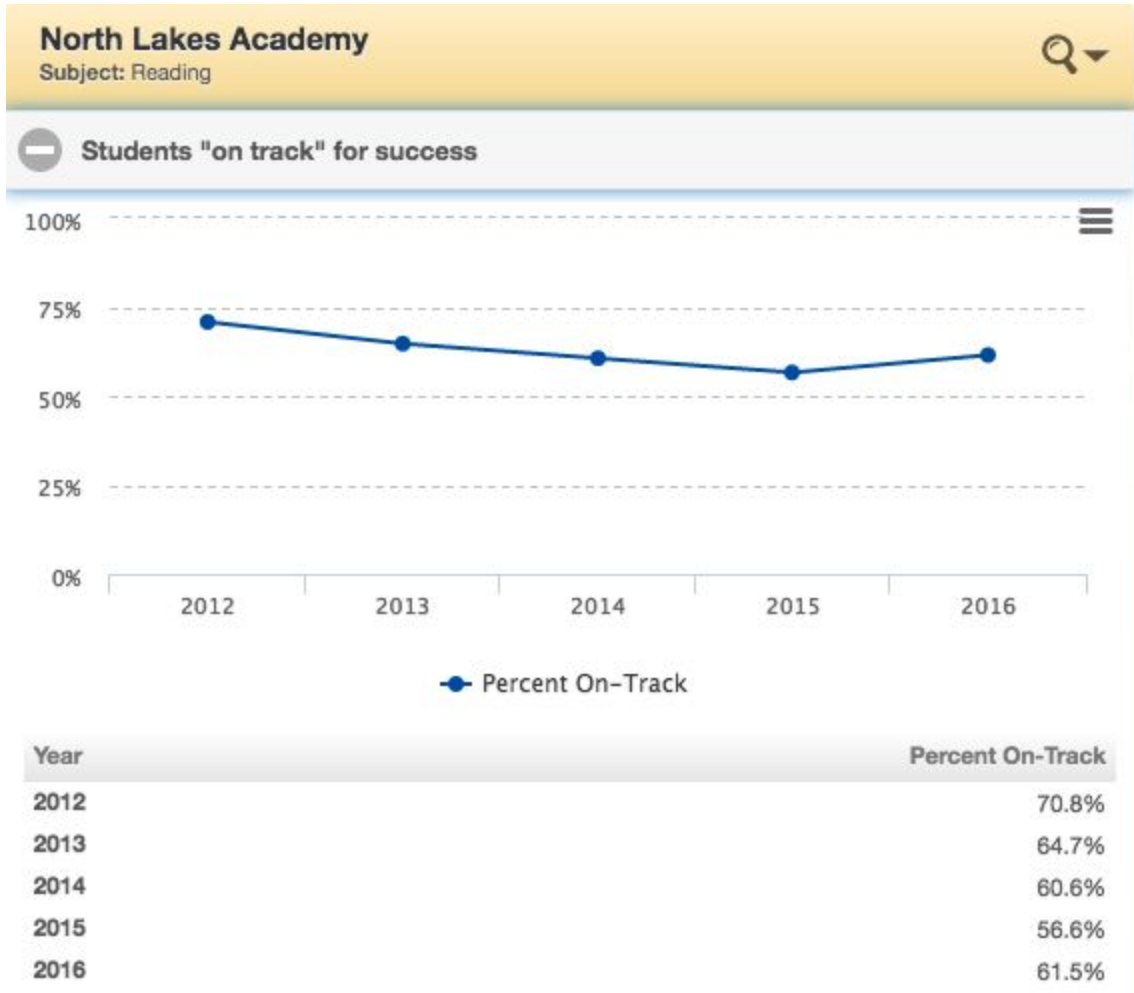
Year	Attendance
2011	94.3%
2012	94.7%
2013	95.5%
2014	94.5%
2015	94.3%
2016	84.9%

NAEP Progress: NLA did not participate in NAEP testing.

ADDITIONAL ACADEMIC DATA



This data point again shows the struggle in math and how the focus going forward will be magnetized and strengthened.



It is validating to see the reading progress trending up. More efforts have been implemented through language plus courses in middle school and a development of intentional reading courses for upper school SpEd students.

Educational Effectiveness: Assessment & Evaluation

During the 2015-16 SY NLA identified a need to expand programming to include computer science, as well as a desire to add more math courses and dual-credit opportunities. These needs were identified through parent/student surveys and conversations with stakeholders.

NLA assesses and evaluates student progress toward meeting standards through purposeful staff development on curriculum and instruction, curriculum mapping, training on formative and summative assessments, and continued focus on feedback.

NLA uses NWEA MAP testing to make placement decisions on student needs in both math and reading - NLA also holds “child find” meetings bi-monthly to seek interventions for struggling students prior to a possible evaluation.

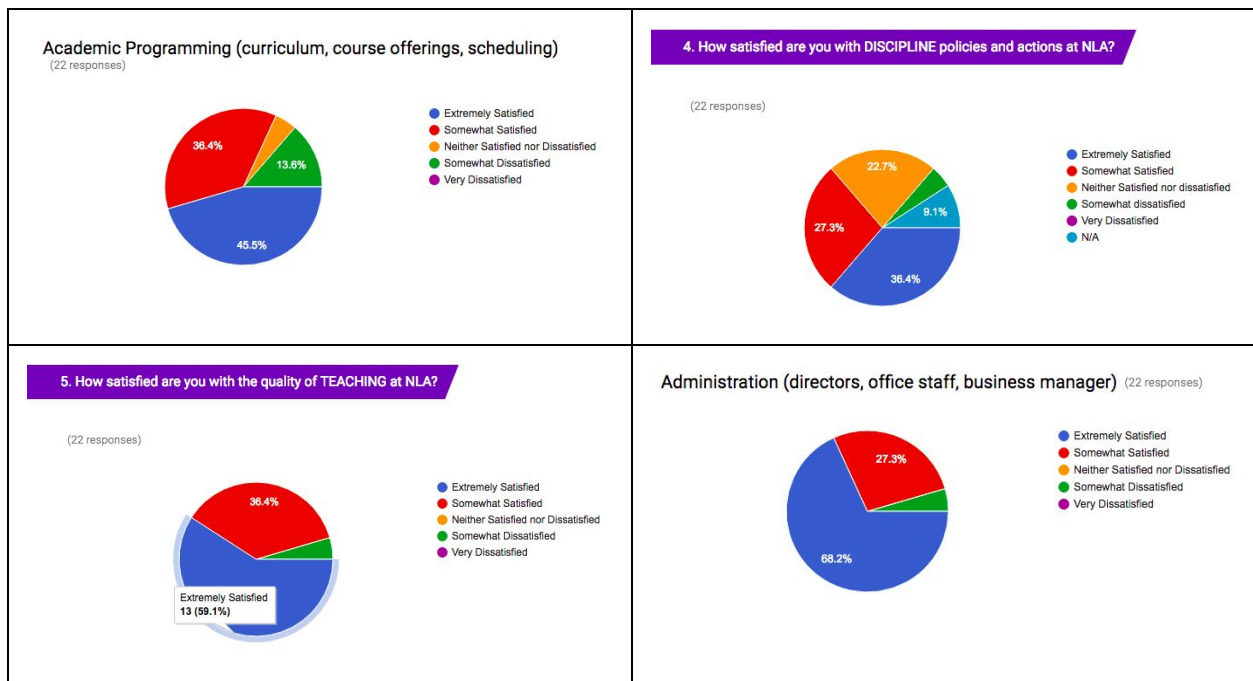
NLA adopted a staff development committee comprised of administration with upper and middle school staff to ensure appropriate training and investment with all committed stakeholders.

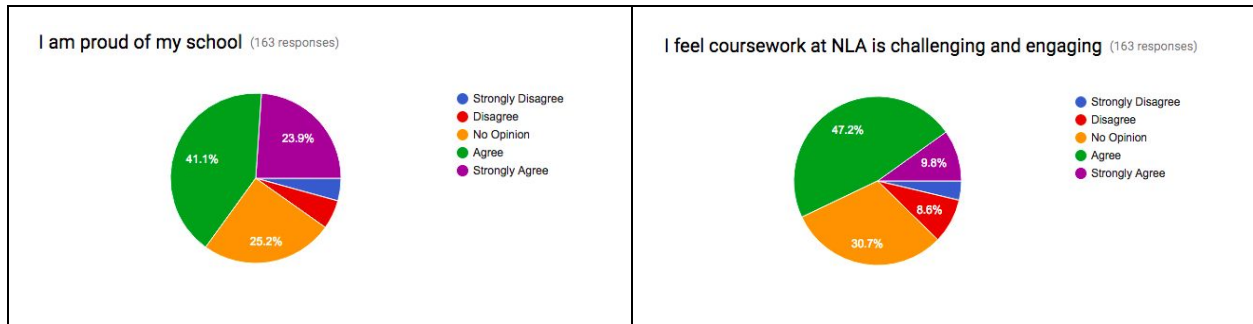
NLA is in compliance with the review and evaluation of the effectiveness of all instruction and curriculum through the observation model of evaluation of staff - 6 total observations each year. Two formal by administration, two by peer observers, and two where the staff member observes other staff. This is a coaching critique model that places emphasis on a predefined rubric (Appendix B - NLA Evaluative Rubric) to identify strengths and weaknesses, then promotes development of the weaknesses through further observations and research. This is compliant with section 122A.41 subdivision 5 of the MN Charter Law.

NLA has a Director Evaluation Committee (DEC) that meets quarterly to identify and evaluate the Executive Director. The committee is comprised of board members and is responsible for reporting to the board findings and recommendations. This innovative committee has been introduced during ACNW’s Leaders Retreat to expose the process to other charter schools and has been well received. This is compliant with section 123B.147 subdivision 3 of the MN Charter Law.

Student and Parent Satisfaction

NLA conducted surveys for graduating seniors, 9-11 grade students, and parents of NLA. The results are positive and encouraging. Among the highlights:





Environmental Education

The mission of North Lakes Academy’s authorizer, the Audubon Center of the North Woods, is to “instill a connection and commitment to the environment in people of all communities through experiential learning.” As part of our contract with our authorizer, we have agreed to the following environmental education goal.

Staff, students and parents at North Lakes Academy will increase their environmental literacy, and develop the knowledge, skills and attitudes to support a sustainable, healthy environment.

The Audubon Center of the North Woods defines environmental education as the implementation of values and strategies that foster learning and create environmentally literate citizens who engage in creating healthy outcomes for individuals, communities, and the earth. Environmental literacy is the knowledge, skills, attitudes, motivation, and commitment to work individually and collectively toward sustaining a healthy natural and social environment. To meet the above goal, North Lakes Academy has agreed to provide opportunities to instill a connection and commitment to the environment through experiential learning.

The school engaged in the following activities to meet its Environmental Educational Goal in FY14:

- 5th, 6th and 10th grade students attended multi day environmentally focused retreats at Audubon Center of the North Woods – Sandstone.
- 5th grade students attended the one-day Chisago County Water Festival.
- Middle School students working at reducing the food waste during the lunch hour
- Teacher-led Earth Friendly Outdoor Recreation, 5th – 12th grade students participate in PE classes outside up to 33% of the school year.
- EE as curriculum component –
 - Upper school science elective: environmental science
 - Embedded environmental standards in science, math, health, civics
 - Family survey regarding EE standards

For the 2015-16 SY NLA has devoted a TOSA teaching time to our EE coordinator that is charged with developing service learning opportunities in the EE area for our 10th grade students.

Governance & Management

North Lakes Academy School Board

The School Board is composed of nine teachers, parents, and local community members, and establishes our long-term vision and has final governing authority over all financial and other business affairs. The Board also ensures that our school is acting in accordance with state law and the wishes of our authorizer, Audubon Center of the North Woods.

Governance Structure

As a teacher-majority board, five positions on the School Board are reserved for teacher members, and one position is reserved each for a parent member and a community member (according to statute). The five positions reserved for licensed classroom teachers are filled by two teachers from each of the district's two campuses, with the final position filled by a teacher from either campus, respective of election results. The remaining two additional positions are open to the election/appointment from either the parent or community member voting groups, but are not reserved for either voting group. Teachers may not fill these remaining positions.

Meeting Schedule & Procedures

Regularly-scheduled meetings of the North Lakes Academy School Board occur on the second Tuesday of every month at 6:00pm at our Middle School campus located at 255B NW Seventh Avenue, Forest Lake, Minnesota 55025. As needed, planning sessions and single-issue meetings are scheduled and posted on the school calendar as well as online at the following link: <http://www.northlakesacademy.org/school/special-meetings> .

In accordance with the Minnesota Open Meeting Law (MN Statute 13D), all affiliated and unaffiliated members of the public are welcome to attend. □□ Agendas and approved minutes for all meetings are distributed to the public via e-mail and social media, and are also made available on the school website at this link: <http://www.northlakesacademy.org/school/agendas-minutes/>. All Board proceedings are managed by the latest version of Robert's Rules of Order, and governed by our Policy #001-Bylaws (<http://www.northlakesacademy.org/school/bylaws/>).

Additional information can be obtained by e-mailing our Board Secretary, Christopher Stewart, at cstewart@northlakesacademy.org.

Board Election Dates

2011-12 Election Date: October 19, 2011

2012-13 Election Date: October 17, 2012

2013-14 Election Date: October 16, 2013

2014-15 Election Date: September 30 – October 15, 2014

2015-16 Election Date: September 28 - October 9, 2015

2016-17 Election Date: September 26 - October 7, 2016

Board Training (As Required by Statute)

Board Member Name	Training Content Area	Training Date	Trainer/Presenter
Good, Paul	Governance Financial Matters Employment Matters	4/23/2016	Ellen McVeigh Linda Tacke
Hammersten, Sandi	Governance Financial Matters Employment Matters	10/5/2013	Ellen McVeigh Linda Tacke
Houlahan, Angela	Governance Financial Matters Employment Matters	4/18/2015	Ellen McVeigh Linda Tacke
Masterjohn, Susan	Governance Financial Matters Employment Matters	4/21/2012	Dr. Charles Speiker
Meyer, Lisa	Governance Financial Matters Employment Matters	12/5/2015	Ellen McVeigh Linda Tacke
Miller, Cody	Governance Financial Matters Employment Matters	4/12/2014	Ellen McVeigh Linda Tacke
Nosser, Michael	Employment Matters Governance Financial Matters	4/12/2014	Ellen McVeigh Linda Tacke
Peck, Beth Ann	Employment Matters Governance Financial Matters	12/6/2014	Ellen McVeigh Linda Tacke
Stewart, Christopher	Governance Employment Law Financial Matters	4/20/2013	Ellen McVeigh Linda Tacke

Board Continuing Education (As Required by Statute)

Board Member Name	Training #1: MN Charter School Conference July 28th, 2015	Training #2: Minnesota Assessment Conference (MDE) July 28th, 2015	Training #3: Audubon Leadership Conference Nov. 13-14th, 2015	Training #4: NLA Budgeting Process Training June 22nd, 2016
Good, Paul	----	----	----	----
Hammersten, Sandi	----	----	----	Attended
Houlahan, Angela	----	----	----	----
Masterjohn, Susan	----	----	----	Attended
Meyer, Lisa	----	----	----	Attended
Miller, Cody	----	----	----	Attended
Nosser, Michael	----	----	----	----
Peck, Beth Ann	Attended	----	Attended	Attended
Stewart, Christopher	Attended	Attended	Attended	Attended

Additional Continuing Education Measures for Board Members

Providing new and current Directors with the information they need to effectively fulfill their obligations as a stakeholder of the organization is a critical step in developing strong organizational leadership for North Lakes Academy. As such, the NLA School Board has taken extensive measures to ensure that we are not only in compliance with the expectations of our authorizer and of Minnesota Statute, but striving to create initiatives and set examples for other charter organizations in our network. Members of the Board are now encouraged to seek additional continuing education opportunities that are not organized by the Board or its officers. This is evidenced by our application for the Minnesota Association of Charter School (MACS) Governance Award, multiple presentations at the Audubon Center of the North Woods (ACNW) Leadership Retreat, and the board-specific development goals created by the Board and based off

of self-evaluations of our strengths and weaknesses. Additional training-related goals will be established after the next Board self-evaluation process conducted in 2016-2017.

Management

Name	File Folder Number	Assignment	Years Employed by School
Cam Stottler	390168	Executive Director	7
Kerry Huset	301146	Middle School Co-Building Lead	15
Andrew Brandt	412299	Middle School Co-Building Lead	6
Jan Jensen	204194	Finance Director	15
Jeff Beimert	426976	Activities Director	8
Michael Higgins	449958	Technology Director	6
Cheri Jensen	NA	Student Wellness Coordinator	15
Delise Welsch	NA	Upper School Office Manager	9
Jennie Senapatiratne	NA	Special Services Coordinator	7

*This table contains information for all members of the school management/administrative team.

North Lakes had two school directors from fall of 2009 to spring of 2013. The Board annually reviews the director’s job description in order to continuously improve the effectiveness of this model. As part of this process the Board established during the 2012-13 school year that beginning July 1, 2013 North Lakes Academy would operate under a one executive director model. In 2014, founder and Executive Director Jackie Saunders retired and the Board of Directors elected to offer Cam Stottler the position.

ORGANIZATIONAL CHART



Cam Stottler – Executive Director and Upper School Building Lead

Cam has had 13 years teaching experience in numerous settings. Cam has been department lead, building lead, and data coordinator throughout his career. Cam completed his K-12 administrative licensure (file folder 390168) during the 2012-13 school year.

[Professional Development Plan 2014-15](#)

Jeff Beimert – Activities Director

Jeff serves as the 5-12 activities director and attends all required trainings requested by the Minnesota State High School League.

[Professional Development Plan 2014-15](#)

Kerry Huset – Middle School Co-Building Lead

Kerry serves the middle school co-building lead with a focus on student behavior and culture. She attends a minimum of two trainings related to behavior and discipline per year. The last year’s trainings included bullying, RTI and Special education students.

[Professional Development Plan 2014-15](#)

Andrew Brandt - Middle School Co-Building Lead

Andrew has been at North Lakes Academy for 5 years - serving this year as a co-building lead in charge of curriculum and instruction.

[Professional Development Plan 2014-15](#)

Jaime Goulet - Upper School Dean of Students

Jaime has been at NLA for 5 years - serving this year as .6 FTE Dean of Students and .4 FTE Becoming Curriculum teacher. Jaime began at NLA as a physical education and health teacher.

[Professional Development Plan 2014-15](#)

Staffing

North Lakes Academy is proud to have excellent staff retention. Staff satisfaction surveys indicate that employees are invested in the vision and mission of NLA. NLA employs all appropriately licensed teachers and the educational assistants are all highly qualified.

2015-16 Licensed Teaching Staff				
Name	File #	License Expiration Date	Assignment/Subject(s)	2014-2015 Status*
Anderson, Jill	392827	6/30/17	PE/Health 9-12	R
Anton, Sean	467377	6/30/17	Visual Arts 5-8	R
Brierley, Kristina	463632	6/30/17	Mathematics 5-8	R
DelVillar, Laura	388150	6/30/17	5 th Grade	R
Ellstrom, Catherine	474634	6/30/18	Mathematics 5-12	R
Florczak, Forrest	473142	6/30/20	Social Studies 5-8	R
Goulet, Jaime	469194	6/30/17	Health Education 5-12	R
Hassler, Tim	418180	6/30/21	5 th Grade	R
Howard, David	372364	6/30/19	Social Studies 9-12	NR
Houlahan, Angela	469425	6/30/18	PE K-12, Health Education 5-12, DAPE 5-12	R
Jungbluth, Maggie	485361	6/30/21	Special Education 9-12	R
Kucera, Charlene	248182	6/30/19	LD K-12, El Ed K-6	R
Luchsinger, Melissa	437279	6/30/19	Visual Arts K-12	R
Lutes, Thomas	463601	6/30/21	Communication Arts 5-12	R
Mendenhall, Dan	411960	6/30/18	Science 7-8	R
Meyer, Lisa	396067	6/30/21	Language Arts 5-8, El Ed K-6	R
Montes, David	389596	6/30/17	Spanish 8-12	NR
Nesvold, Todd	465895	6/30/17	LD, EBD K-12	R
Ogaard, Joshua	467602	6/30/17	Mathematics 5-12	R
Ottjes, Nicole	391120	6/30/20	Instr and Classroom Music K-12	NR
Peck, Beth Ann	419806	6/30/19	Language Arts 11-12	R
Rapp, Jeffrey	303298	6/30/18	Band 5-8	R

Riebe, Melody	443433	6/30/18	Special Education 9-12	
Russie, Kristin	436265	6/30/17	French 9-12	R
Saunders, Benjamin	432318	6/30/19	Science 9-12	R
Stewart, Chris	460169	6/30/21	Social Studies 9-12	R
Swanson, Brenda	369114	6/30/19	SPED 9-12	R
Thompson, Emily	368471	6/30/19	Spanish 5-8	R
Triviski, Alija	486078	6/30/21	Special Education 5-8	R
Yaeger, Andrea	353147	6/30/21	6 th Grade	R

* R = Return, NR = Not Return, NRL = Leave of absence

2015-16 Teacher Professional Development Activities:

NLA focused on staff development in the areas of standards-based grading, feedback to students, learning outcomes, curriculum mapping, and social intelligence. Meetings were held monthly from October-April, as well as a week-long staff workshop prior to the start of the school year.

Licensed teacher percentage turnover rate:

2015-16 to 2016-17: $[4/31 \times 100] = 13\%$

2015-16 Other Licensed (non-teaching) Staff				
Name	File #	License Expiration Date	Assignment/Subject(s)	Comments
Devine, Eileen	320551	6/30/19	Life Sciences 7-12, Reading K-12	

2015-16 Non-Licensed Staff			
Name	Assignment	16-17 Status*	Comments
Claessens, Emilie	SPED Para 9-12	R	
Iverson, Sara	SPED Para 5-8	R	
Jensen, Cheri	Student Wellness Coordinator	R	
Jensen, Jan	Business Manager	R	
Jones, Robin	SPED Para 5-8	NR	
Schultz, Cherie	Custodian	NR	
Drew, Mary	Administrative Assistant	R	
Senapatiratne, Jennie	Enrolment/Marketing. Food Service Director	R	
Waterworth, Marie	SPED Para 9-12	R	
Welsch, Delise	Administrative Assistant	NR	
West, Jalene	SPED Para 5-8	R	

* R = Returning, NR = Not Returning

2016-17 Staffing

2016-17 Licensed Teaching Staff				
Name	File #	License Expiration Date	Assignment/Subject(s)	Comments
Anderson, Jill	392827	6/30/17	PE/Health 9-12	
Anton, Sean	467377	6/30/17	Visual Arts 5-8	
Borgwardt, Ann	444454	6/30/17	Elementary Ed K-6, Social Studies 5-8	
Brierley, Kristina	463632	6/30/17	Mathematics 5-8	
DelVillar, Laura	388150	6/30/17	5 th Grade	
Ellstrom, Catherine	474634	6/30/18	Mathematics 5-12	
Florczak, Forrest	473142	6/30/20	Social Studies 5-8	
Goulet, Jaime	469194	6/30/17	Health Education 5-12	
Hassler, Tim	418180	6/30/21	5 th Grade	
Houlahan, Angela	469425	6/30/18	PE K-12, Health Education 5-12, DAPE 5-12	
Jungbluth, Maggie	485361	6/30/21	Special Education 9-12	
Kucera, Charlene	248182	6/30/19	LD K-12, El Ed K-6	
Luchsinger, Melissa	437279	6/30/19	Visual Arts K-12	
Lutes, Thomas	463601	6/30/21	Communication Arts 5-12	
Mendenhall, Dan	411960	6/30/18	Science 7-8	
Meyer, Lisa	396067	6/30/21	Language Arts 5-8, El Ed K-6	
Nesvold, Todd	465895	6/30/17	LD, EBD K-12	
Ogaard, Joshua	467602	6/30/17	Mathematics 5-12	
Peck, Beth Ann	419806	6/30/19	Language Arts 11-12	
Rapp, Jeffrey	303298	6/30/18	Band 5-8	
Riebe, Melody	443433	6/30/18	Special Education 9-12	
Russie, Kristin	436265	6/30/17	French 9-12	
Saunders, Benjamin	432318	6/30/19	Science 9-12	
Stewart, Chris	460169	6/30/21	Social Studies 9-12	
Swanson, Brenda	369114	6/30/19	SPED 9-12	
Thompson, Emily	368471	6/30/19	Spanish 5-8	
Triviski, Alija	486078	6/30/21	Special Education 5-8	
Tucker, Allison	480600	6/30/21	Social Studies 5-12	
Weidman, Rachel	442392	6/30/17	Instr (Band/Orch) Classroom Music K-12	
Wykstra, Sarah	459906	6/30/21	Spanish K-12	
Yaeger, Andrea	353147	6/30/21	6 th Grade	

2016-17 Other Licensed (non-teaching) Staff				
Name	File #	License Expiration Date	Assignment/Subject(s)	Comments
Devine, Eileen	320551	6/30/19	Life Sciences 7-12, Reading K-12	

2016-17 Non-Licensed Staff		
Name	Assignment	Comments
Claessens, Emilie	SPED Para 9-12	
Iverson, Sara	SPED Para 5-8	
Jensen, Cheri	Student Wellness Coordinator	
Jensen, Jan	Business Manager	
Froemke, Andrew	Custodian	
O'Connell, Larry	Custodian	
Patten, Cris	SPED Para 9-12	
Drew, Mary	Administrative Assistant	
Senapatiratne, Jennie	Enrolment/Marketing. Food Service Director	
Waterworth, Marie	SPED Para 9-12	
Hulback, Nancy	Administrative Assistant	
West, Jalene	SPED Para 5-8	

- R = Return, NR = Not Return

Operational Performance

Considering items related to school operations, the school has a designated committee that focuses on the safety and security of the school. They revisit the emergency planning guide each fall and make the necessary updates required to stay current with local, state and federal regulations. The emergency planning guide can be found in each of the building with the building receptionists. The supervision and proper implementation of the Emergency Planning Guide is handled by Cheri Jensen, the Student Wellness Coordinator. Ms. Jensen is also a first responder for our school district.

NLA uses transportation provided by ISD #831 for student arrival and dismissal.

NLA upper school facilities have undergone significant upgrades the past few years - including the construction and addition of a 8,800 sq. ft. activity center and a remodel of locker rooms and bathrooms. The building was also renovated to include a lunchroom area, a large music room, and common areas for students. NLA middle school has undergone maintenance to roof and wall structures, as well as a complete repainting of all hallways and classrooms.

Our enrollment coordinator also wears the hat of food services manager. Our food service provider for SY 2013-2014 was Lancer Foods located in Mendota Heights, MN. All of the necessary regulations are followed with questions and management of the program under the supervision of Jennie Senapatiratne.

All due process compliance forms are handled through Epicenter and tracked by Audubon Center of the Northwoods.

NLA hiring practices and background check processes for all employees are in compliance with federal and state laws.

Finances

Questions regarding school finances and for complete financials for 2015-16 and/or an organizational budget for 2016-17 contact:

Jan Jensen – Finance Director
 308 15th Street Southwest
 Forest Lake, MN 55025

Phone: 651-797-6261

Email: jjensen@northlakesacademy.org

Information presented below is derived from preliminary audit figures. The full financial audit will be completed and presented to Minnesota Department of Education and Audubon Center of the North Woods no later than December 31, 2016.

FY15 Finances	Fund 1	Fund 2	Fund 4
Total Revenues	4,293,304.48	105,825	NA
Total Expenditures	4,285,774.72	105,748	NA
Net Income	7,529.76	77	NA
Total Fund Balance	384,475	6,660	NA

FY16 Finances	Fund 1	Fund 2	Fund 4
Total Revenues	4,333,952.27	117,887.98	NA
Total Expenditures	4,214,471.84	110,119.70	NA
Net Income	119,480.43	7,768.28	NA
Total Fund Balance	503,956	14,428	NA

Overview

The school was eligible for the MDE finance award in 2014 and 2015.

The school approved its FY16 Budget prior to the statutory deadline of June 30, 2016. The FY16 audit contained information on a mid-year update of the FY16 budget. Additionally, meeting minutes from February 9, 2016 indicate the board revised the FY16 Budget to reflect new revenue and expense projections. The school demonstrated satisfactory performance according to the guidelines set forth by Audubon.

A review of several FY16 check registers did not yield any concerns about late payments.

Revenues

Student enrollment and retention have been the biggest part of the school revenue. Fundraising follows behind the student funding formula with NLA receiving some funding from Federal Grant programs like Federal Special Education and Title Programs I and II..

Expenses

During the 2015-16 SY a large investment was made in technology as both campuses had upgrades to service providers, and a chromebook leasing program was initiated that led to 120+ families participating. This large upfront cost will be recouped through the next 3 years.

Student Learning is demonstrated as a priority of the school by having approximately sixty percent of the budget expended on instructionally related items. This indicator is in part a function of size of the school and its framework.

The percent of expenditures attributed to instruction was 68%, at the desired level of 60-65% and above the "majority of funds" expended in the general fund. Each building purchased Chromebooks and LCD projectors to assist in the delivery of cutting edge information to the students.

Net Income and Fund Balance

At June 30, 2015, the school had a fund balance of 9.11%. The FY16 original budget planned to add to the fund balance, and at the end of the year we were able to add \$119,480.43 to our fund balance for the 2015-16 school year. Our fund balance with audited financials for FY16 is recorded at MDE as 12.17%. The School has a fund balance policy that sets a target range of 10-20% of general fund expenditures. The projections for the fund balance look to be on the upswing. If all of the students attend school for the entire year without transition, the school should expect a fund balance in the area of 12-14%.

World's Best Workforce Annual Budget

North Lakes Academy has made budget adjustments to accommodate and speak to deficiencies that have been exposed through the WBWF findings, but these allocations are all part of the annual budget presented prior.

Future Plans and Challenges

NLA has put in FTE and research towards the possibility of expanding to K-4. This has been a focal point of the NLA Strategic Plan design that has taken place in the last 8 months.

Transportation is contracted through ISD 831. Unfortunately, this has not met our transportation needs for extracurricular and afterschool programming, and due to financial restrictions, we have been unable to explore other transportation options. NLA has initiated a bussing protocol for longer activities and early start times to best meet parent and student needs. This has resulted in a higher activity fee, but is supported by parents.

The newly formed Huskie Athletic Booster Club spent 2015-16 gathering funds, establishing traditions and recognizing performances for student athletes. HABC also donated over \$6000 worth of equipment and finance towards NLA needs.

The financial challenges facing all schools, especially charters, are most noticeable at North Lakes Academy in the technology arena. NLA negotiated and innovated in technology through the purchase of Chromebooks. The decision was made that this item is more productive and cost-effective than the trendier iPad devices. NLA has initiated a Chromebook leasing program that had 120 families participate in during the first year. The goal of a 1:1 device for all students is becoming increasingly closer to fruition.

North Lakes Academy has adopted and implemented a new compensation structure effective for the 2014-15 school year. In 2013-14 NLA conducted over 60 staff observations, 10 task force meetings, several staff development meetings, and received final board approval for this new structure. This model falls in line with the state requirement of 35% salary based upon evaluative performance. For the 2015-16 school year NLA amended the model to include peer observations for staff. This adaptation was well received through survey results and anecdotal observations.

Anticipated Expansion

NLA plans to continue being a 5-12 school. Enrollment will be capped at 474. The Upper School expansion has been completed and the additional space has been positively received and led to a high percentage of student retention and increased enrollment.

Program Changes

Upper School implemented a Becoming... curriculum centered on the idea that “what you can become is as important as what you achieve.” This curriculum has 4 elective courses centered on building emotional intelligence, post-secondary planning, expanding worldviews, and creating/owning culture within the school and community. NLA is also implementing a computer science curriculum in all grades as a unique and innovative programming offering that we hope will attract new families.

Appendix A: Strategic Plan
[NLA Board of Directors Strategic Plan](#)

Appendix B: NLA Evaluative Rubric
[NLA Evaluative Rubric 2016-17](#)
[NLA Observation Template 2016-17](#)